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Admiral Elmo R. Zumwalt, Chief of Naval Operations, listens with concern as a Pacific Fleet sailor asks a question during the CNO's visit to Hawaii. (See photo-story on Pages 4-5)

COMMANDERS DIGEST

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Secretary Laird Orders Major Review Of Intelligence Activities

Secretary of Defense Melvin R. Laird has ordered a major review of the intelligence and counterintelligence activities within the Department of Defense.

In a Dec. 23 memorandum to Service Secretaries, Chairman of the Joint Chiefs of Staff and Directors of Defense Agencies, Secretary Laird said he wanted to be certain that DoD intelligence and counterintelligence activities are completely consistent with Constitutional rights, all other legal provisions, and national security needs.

He said, "These activities must be conducted in a manner which recognizes and preserves individual human rights. Policy determinations governing such activities must be retained under civilian cognizance and control."

Secretary Laird continued, "One matter of particular concern to me is the one related to intelligence and counterintelligence activities involving the use of investigative and counterintelligence personnel. Actions have been taken to eliminate some past abuses incident to such activities, but further corrective actions are necessary, as a matter of urgent priority."

The memorandum states that the following "remedial ac-

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Defense Officials Visit SEA To Assess Vietnamization

Top U.S. defense officials met with Paris negotiators Jan. 6 while enroute to Thailand and the Republic of Vietnam to view progress of the Vietnamization program.

Secretary of Defense Melvin R. Laird and Chairman of the Joint Chiefs of Staff Admiral Thomas H. Moorer departed Andrews AFB, Md., Jan. 5 on a trip "to assess the progress being made in the Vietnamization program and to make an assessment of the future troop withdrawals which can be made as a result of the Vietnamization program, and as a result of the military situation that does exist in Southeast Asia."

Before departing Andrews AFB, Secretary Laird noted that it was 11-months ago that a similar visit was made to Vietnam.

He said, "At that particular time we had great hopes of reducing the American presence (in Vietnam) as a result of the Vietnamization program, and in that 11-month period we

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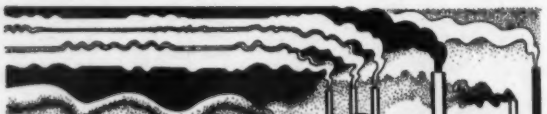
Three-Phase Program To Fight Pollution Is Underway By AMC

Charged by the President and the Department of Defense to comply with published standards at federal, state and local levels relating to pollution abatement, the Army Materiel Command (AMC) has embarked upon a three-phase program to identify and correct sources of pollution in both fixed facilities as well as mobile sources nationwide and throughout the world, according to General Henry A. Miley Jr., Commander.



DURING PHASE I, completed last August, current problems were addressed and an analysis made of future programs. AMC's analysis of fixed facilities, given high priority in the study, revealed that 51 of AMC's 83 active and inactive installations have 258 uncorrected sources of pollution. Cost of correction is estimated at $118 million. Notable among the troublesome fixed facilities are ammunition plants, some of which date back to World War II. A total of $10 million was applied to the effort last year and an additional $11 million has been requested for FY '71.

ANALYSIS OF TACTICAL VEHICLES

Moving from fixed to mobile facilities, AMC is conducting a searching analysis of its fleet of multi-fuel and gasoline powered tactical vehicles. While there is no legal requirement for vehicles delivered prior to 1970 to meet existing engine emission standards, AMC is exploring all practical means to reduce harmful emissions.

A preliminary analysis indicates that present harmful emissions can be reduced as much as 20 per cent merely through improving maintenance procedures. Instructions have already been issued to assure this is accomplished.

Experts anticipate reductions of up to 35 per cent are possible on spark ignition engines through special tune-up and other fixes costing $25 to $50 per vehicle. Any reductions beyond that figure, however, will require add-on devices costing as must as $150 to $300 per vehicle, or a total of some $6 million for correction of the current inventory of spark ignition engine powered vehicles. These fixes could provide emission levels comparable to the proposed 1972 Federal Standards. Meanwhile, engineers at AMC's Tank Automotive Command in Detroit are well along in the development of a hybrid combustion engine which shows promise of great reductions in exhaust emissions.

GENERAL MILEY

PROBLEM OF WATER POLLUTION

In addition to the tactical vehicle fleet numbering more than 275,000, there is an existing inventory of about 138,000 engine driven generators, 13,000 forklift trucks, 8,592 tractors and nearly 600 vessels. In the latter case, the problem is one of water pollution caused primarily by overside discharge of human waste, and a program is now underway to develop an acceptable means for rendering it harmless. Treatment by both chemical and biological means is under consideration.

PHASE II of the program, now underway and scheduled for completion in December 1972, deals with the design and production of materiel to meet the increasingly stringent environmental quality standards. A major thrust during this phase of the program will be the initiation of research and development in fuels and lubricants integrated with corresponding emphasis in the development of new low emission engines.

PHASE III of the program, now under intensive study and covering the period from December 1972 to June 1975, is considered to be the environmental control portion of the AMC effort. While Phase II emphasizes the correction of known problems, Phase III will place maximum concentration upon the development of new power sources; development or refinement of unique and unconventional means of energy conversion; and the control of all liquid, solid, and gaseous waste material from AMC controlled facilities.

COMMANDERS DIGEST

THIS PUBLICATION CONTAINS OFFICIAL INFORMATION, NEWS AND POLICY, DIRECT FROM WASHINGTON AUTHORIZED SOURCES.

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Chairman Of JCS Contends:

U.S. Must Maintain Sufficient Military Strength

Army, Navy, Airpower, Reserve Capabilities Highlight Address

The Chairman of the Joint Chiefs of Staff believes the United States must maintain sufficient military strength and keep up its guard as the nation moves from a period of confrontation to one of negotiation.

"We must avoid the perils which military weakness will surely bring, to hopes for enduring peace and to the well-being and physical security of our country," Admiral Thomas H. Moorer, Chairman of the JCS, told the Huntsville-Madison County (Ala.) Chamber of Commerce.

Speaking in his home state of Alabama, Adm. Moorer discussed the Army's position in the face of cutbacks. "As we cut the size and composition of the Army," he said, "we must maintain the operational readiness and tactical versatility of all our remaining forces at a sufficient level to assure that the withdrawals and inactivations will lead to peace and not to renewed conflict.

"This means we must provide our Army with modern equipment and enough fully trained personnel to use such equipment effectively and rapidly."

The Chairman of the JCS said the task will not be an easy one and explained why.

"In recent years, the modernization of all of our forces has had to be deemphasized because a substantial part of our defense budgets has had to be devoted to the cost of combat operations rather than weapons system modernization.

"We have delayed," he said, "the delivery of weapons to Army units outside of Vietnam, and we have stretched non-Vietnamese related defense programs to their limit.

"As a result," Adm. Moorer continued, "the combat readiness of our Army forces in other areas of the world and

ADMIRAL MOORER

of the Army's strategic reserve is now less than desired."

He said he believes the level of a smaller Army force must be raised so it can adequately respond to emergency requirements. Then, too, there is the requirement to rely more heavily on Reserve components and that calls for intensified efforts to mold the Army, the Army National Guard, and the Army Reserve into a single team.

In order to accomplish this "One Army" concept the capabilities of all U.S. Reserve components must be raised.

"This means these components must get more and better equipment and more and better training if the 'One Army' goal is to be attained," he stressed.

He said the Army is making good progress toward this goal, although a few years ago equipment to the Reserves was slow as a result of the Vietnam buildup.

Modern equipment is now being issued to the Reserve components in increasing quantities, the admiral said. For example, and of particular importance, is the growing number of modern helicopters included in these deliveries.

But shortages remain, the admiral said, and pointed to the $4 billion deficit in equipment on hand for mobilization

Operational Readiness, Tactical Flexibility Viewed As Necessity

within the Army Reserve components. Meantime, he said, "the march of obsolescence and aging continues."

Another way to offset the Army's smaller size is by greater tactical versatility. The idea is to have the capability to do more things better with a given size force.

Airmobility has proved the most innovative tactical doctrine to emerge successfully from combat in Vietnam.

"This is a concept comparable in significance to the airborne and armor concepts which reached their maturity in World War II," the admiral said, adding: "The Joint Chiefs of Staff are unanimous in accepting airmobility as a sound concept in the 'low-intensity' environment of Vietnam."

He said it is possible some combination of airmobility and, for example, armour, may prove more suitable in certain future situations than either capability used alone.

"If so," he said, "the Army might considerably increase its versatility by such a marriage of capabilities. This is the sort of thinking going on in the Army today to get more performance out of a smaller force."

Turning to U.S. naval forces, Adm. Moorer said two major problems emerge: First, the tremendous upsurge in Soviet naval power and what this could mean to our national interests; and second, the many difficulties in retaining a balanced Navy under sharply declining budgetary levels.

Said the Admiral: Soviet naval activity is expanding rapidly as they continue their drive for maritime influence throughout the world. A worldwide Soviet naval exercise conducted earlier this year—the widest in scope ever attempted by any navy—involved about 200 ships in a single, integrated operations plan

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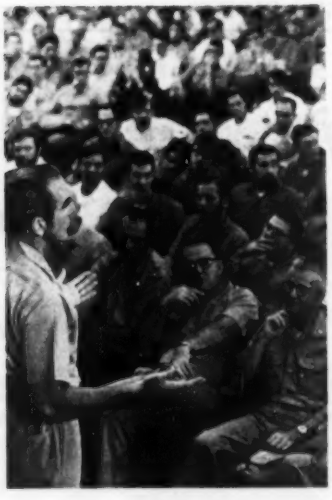

An Open Forum With The New CNO

Admiral Elmo R. Zumwalt, Chief of Naval Operations, recently concluded a four-day visit to Pearl Harbor, Hawaii, which included meetings with locally-based sailors to discuss his program for the Navy and how he intends to carry it out.

Adm. Zumwalt attended the change of command ceremony for the Commander in Chief U.S. Pacific Fleet. He addressed the 800 military and civilian guests who witnessed Admiral John J. Hyland turn over the world's largest naval fleet to Admiral Bernard A. Clarey, who served as Vice Chief of Naval Operations under Adm. Zumwalt.

Adm. Zumwalt met on two occasions with Navymen to conduct question and answer sessions. He was asked questions on such issues as military pay raise possibilities, family separation problems, uni-

At left, Admiral Hyland addresses the more than 800 guests attending change of command ceremonies. He was relieved by Admiral Bernard A. Clarey, left. At Admiral Clarey's left is Admiral John S. McCain Jr., Commander in Chief Pacific. Above, Admiral Clary, right, is congratulated by Admiral Zumwalt following change of command ceremonies.

Admiral Zumwalt explains new programs and changes in the Navy.

form and grooming regulations, the status of enlisted-to-officer programs and living conditions.

On at least one occassion, the CNO recommended to a man with a personal problem that he leave his name with a member of Adm. Zumwalt's staff for further investigation of the matter.

Between sessions with the officers and enlisted men, the Admiral held a press conference and visited a Wives' Club luncheon to talk briefly with 1,000 Navy wives. Mrs. Zumwalt was guest of honor at the luncheon.

While visiting with Adm. Clarey, the two admirals went to the Arizona Memorial, where each placed a wreath to honor the memory of the more than 1,100 sailors and Marines entombed in the battleship which was sunk during the attack on Pearl Harbor.

Above, the Chief of Naval Operations meets Navymen during visit to Pearl Harbor. At right, Admirals Zumwalt, left, and Clarey carry floral wreaths aboard the USS Arizona Memorial. They placed the wreaths in the memorial's chapel in honor of the more than 1,100 officers and men who died in the ship during the attack on Pearl Harbor, Dec. 7, 1941.

Secretary Laird Orders Review Of Intelligence Activities

SON RECEIVES AWARD—Air Force Brigadier General Daniel James Jr., Deputy Assistant Secretary of Defense for Public Affairs, presents the Distinguished Flying Cross to his son, First Lieutenant Daniel James III, during a Pentagon ceremony. Lt. James received the award "for extraordinary achievement while participating in an aerial flight" while in the Republic of Vietnam. (DoD Photo)

Defense Officials . . .

(Continued From Page One)

have reduced American presence in Vietnam by 130,000. Today in Vietnam we have 335,000 men. When we took over in this Administration, the troop ceiling in that country was 549,500. The American presence will continue to go down in Southeast Asia and in Vietnam."

He pointed out, "We've already reduced American presence in Thailand through the announced reductions which we have made by 16,000. This is part of the continuing application of the Nixon Doctrine in Asia; turning over greater manpower responsibilities to our allies and friends in that area; giving them the military assistance that's needed and necessary for them to do the job."

Secretary Laird said he was pleased that on Jan. 4 President Nixon in a television interview "agreed with me that perhaps the greatest accomplishment of the last two years has been the progress that we have been able to make with the Vietnamization program, and disengaging and reducing the American presence in Southeast Asia, and particularly in Vietnam."

He added, "I would certainly anticipate that troop reductions would continue as we've made progress this past year, and as we continue to make progress with our Vietnamization program."

A report and recommendations will be made to the President after Secretary Laird and Admiral Moorer assess the situation.

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tions" will take effect at the earliest date practical, but not later than Feb. 1, 1971. Secretary Laird said:

a. Assistant Secretary of Defense Robert F. Froehlke, who is my Special Assistant for Intelligence, in consultation with the Secretaries of the Military Departments, will review all policy directives relating to the conduct of investigative and counterintelligence activities and propose changes to insure that Defense policy is clear and consistent with my policy objectives. He will provide for a continuing review of the changes in organizational responsibilities, procedures and practices directed by this memorandum.

b. The Director, Defense Intelligence Agency (DIA), will report directly to the Secretary of Defense in the conduct and performance of his duties. The chain of command shall run from the Secretary of Defense to the Director, DIA. Guidance to the Director, DIA, shall be furnished by the Secretary of Defense and the United States Intelligence Board (USIB). The Director, DIA, will support the intelligence and counterintelligence requirements of the Joint Chiefs of Staff (JCS) as in the past. A separate J-2 organization within the OJCS will not be reestablished.

c. In addition to his presently assigned duties, the Director, DIA, shall implement my policies and be responsible to me for the planning, conduct, and operational control of all direct intelligence collection by human resources and counterintelligence investigative functions throughout the Department of Defense. Pending promulgation of DIA instructions, all activities and resources within these subject areas (including personnel, funds, equipment, and facilities) will be maintained and conducted at the currently approved or approved-for-planning levels. The Director, DIA, is authorized to delegate operational control to the appropriate Service or operating command. This delegation will be accomplished on a function-by-function basis.

Secretary Laird noted that after the review of activities, Congress and the public will be informed of actions taken.

Modernization, Construction Of 166 VA Hospitals

The Veterans Administration committed some $72.4 million for modernization and construction at many of its 166 hospitals, VA Administrator Donald E. Johnson declared today in reviewing 1970 accomplishments in the Veterans Administration which he heads.

The money includes $34.3 million for a new 760-bed hospital in San Antonio.

Mr. Johnson said that construction projects also included eight intensive care units with a total of 145 beds for those patients requiring more than normal care. Another project involved the construction of a 24-bed spinal cord injury unit at the VA hospital in Houston, Tex.

General Benade Reviews Significance Of Supplemental Benefits

Department of Defense officials believe it is doubtful that the "first term" enlisted man fully understands and appreciates the significance of the supplemental benefits he receives in the Armed Forces and counts only his "cash in hand."

For this reason, the officials contend, every effort should be made to insure that the young serviceman has an adequate understanding of the value of these benefits to him in both the present and the future.

Major General Leo E. Benade, Deputy Assistant Secretary of Defense for Military Personnel Policy (Manpower and Reserve Affairs) testified to that effect before the special House Subcommittee on Supplemental Service Benefits, Dec. 22.

The General said it was estimated in a report that servicemen considerably undervalued the level of total compensation.

Also, recipients undervalue income "in-kind," current savings and deferred income, he said, noting that this occurs for a number of reasons: they forget it; it is "involuntary" income over which they exercise limited, if any, discretion; it is deferred to such a long time in the future that they do not count its full value now; its receipt is contingent on completing additional service; or they simply do not know what it is worth.

General Benade continued:

ALMOST A FIFTH of military pay is received either in kind (quarters and subsistence) or as savings through the operation of PXs and commissary stores, provision of medical care, survivor benefits coverage, etc. This income tends to be undervalued because the member is not quite sure just how much he is saving. When one doesn't pay rent or utilities it is easy to underestimate the value of quarters furnished.

Even if accurately estimated, the value to the member may differ substantially from the Government cost that is attributed to the member's compensation.

With respect to the cost and value of supplemental benefits, careful attention must be given to the meaning of the

GENERAL BENADE

words "cost" and "value." In theory, they are opposite aspects of the same thing. Cost measures the benefit from the standpoint of what the Government loses or gives up. Value measures it from the standpoint of what the Service member gains. In either case the unit of measure is the dollar.

SINCE COST and value are opposite aspects of the same thing, the question may arise as to why it is necessary to draw a distinction between them in evaluating the elements of supplemental benefits. There are two reasons, and both result from the fact that many supplemental benefits are in forms other than money, or are in the form of money paid otherwise than concurrently with the rendition of the service to which they pertain.

First, where a compensation benefit is in the form of goods, services, or "in-kind," the most satisfactory or practical way of estimating its dollar value to the Service member may be by ascertaining or estimating what the goods, services, etc., cost the Government.

Second, where the benefit is in the form of money paid in advance of or long after the rendition of the service to which it pertains, the cost to the Government may be substantially different from the value to the Service member, even though they are opposite aspects of the same thing.

IN THEORY there is nothing obscure or complex about the term "cost." It simply represents the dollars paid out to obtain goods or services, or the use of an item of capital in some form. More often than not, however, the inadequacies of bookkeeping and the complexities of cost accounting make it difficult or impossible to determine the cost to the Government of providing a particular element of compensation in a specific situation.

The term "value" presents a real problem of definition. In its most fundamental sense it refers to the utility of a specific thing to a particular individual. Value in this sense tends to become disassociated from the idea of cost. It exists only in the mind of the individual involved. A different individual would attach a different value to the same thing.

TIME IS SOMETIMES an important factor in the relationship between cost and value. For example, in undertaking to show the value of the retirement benefit in relation to a particular period of active duty service, the ultimate dollar value of the benefits must be discounted sharply to compensate for the long delay in making payment. On the other hand, the value of the reenlistment bonus to the service member may be substantially greater than its cost to the Government by virtue of the fact that it is received in advance of the period of service to which it relates.

It is the view of the Department of Defense that the values set on most supplemental benefits by servicemen are consistent with the values the Department believes they should have. For example, the commissary privilege has a value to military personnel that exceeds its cost to the Government.

It should be noted, however, that many variables are involved in the degree to which members of the military service enjoy the benefits of the commissary. The most important variable is whether the Service member is married. The

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General Benade Reviews Significance Of Supplemental Benefits

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commissary privilege has virtually no value to the average unmarried Service member. Other variables are the availability of a commissary, the size of the Service member's family, and how much the family spends per person for food. Similar variables also would determine the value of medical care to the married serviceman.

With respect to Service efforts to bring to the attention of military personnel their authorized supplemental benefits, the Department of Defense, including the respective Military Services, tries to make available well-written, informative material which explains the range of benefits available and to encourage the serviceman to familiarize himself with those benefits. We believe, generally, those efforts are successful in the case of the career Service member. As might be expected, however, it is doubtful that the young "first term" enlisted man fully understands and appreciates the significance of the supplemental benefits "package."

The tendency of younger Service members, as is also true in private industry, to discount supplemental benefits in favor of cash in hand is well-known. For that reason we must try even harder to insure that the young Service member has an adequate understanding of the value of these benefits to him in both the present and future.

HONOR GUARD FOR LATE REPRESENTATIVE RIVERS — An honor guard leaves the Grace Episcopal Church with the flag draped casket of Representative L. Mendel Rivers, D-S.C., whose body was buried in the churchyard at St. Stephen's Episcopal Church, St. Stephen, S.C.

Statement By President Nixon

For thirty years, Mendel Rivers served the State of South Carolina and the Nation with dignity, with distinction, and with high integrity in the Congress of the United States. Throughout his career, Congressman Rivers held unswervingly to the belief that the freedom that exists in the modern world is inextricably tied to the military strength of the United States. He fought for that belief in committee, in the Congress, in the country. No shifting national opinion, no amount of hostile criticism, deterred him from the course he deemed right for America. In his death, I have lost a friend upon whom I could rely in times of grave difficulty; South Carolina has lost one of the most distinguished men in her history; and America has lost a patriot.

Admiral Moorer . . .

(Continued From Page Three)

involving three oceans and nine adjoining seas. They have had additional groups of ships in the Caribbean . . . .

In contrast, we have reduced 20 per cent in our Navy, or one ship out of five, in the past two years and much of our Navy is becoming obsolete.

One of the Navy's principal problems of balance is that of maintaining adequate forces in being to meet current deployment requirements under tolerable conditions for our Navymen while still making necessary investments in force modernization for the future. . . . We must begin now to prevent age and obsolescence from overcoming our fleet and undermining our military capabilities to meet our security requirements of tomorrow.

Adm. Moorer thinks the U.S. defense program must be set up to provide periodic modernization for all forces and especially the bomber force.

"The B-52 will approach two decades of service in the mid-1970s," he cautioned. "We must, therefore, plan and fully fund in today's budget for development of an advanced bomber and those supporting systems that will insure that our bombers can penetrate the Soviet defenses, should this need arise."

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